



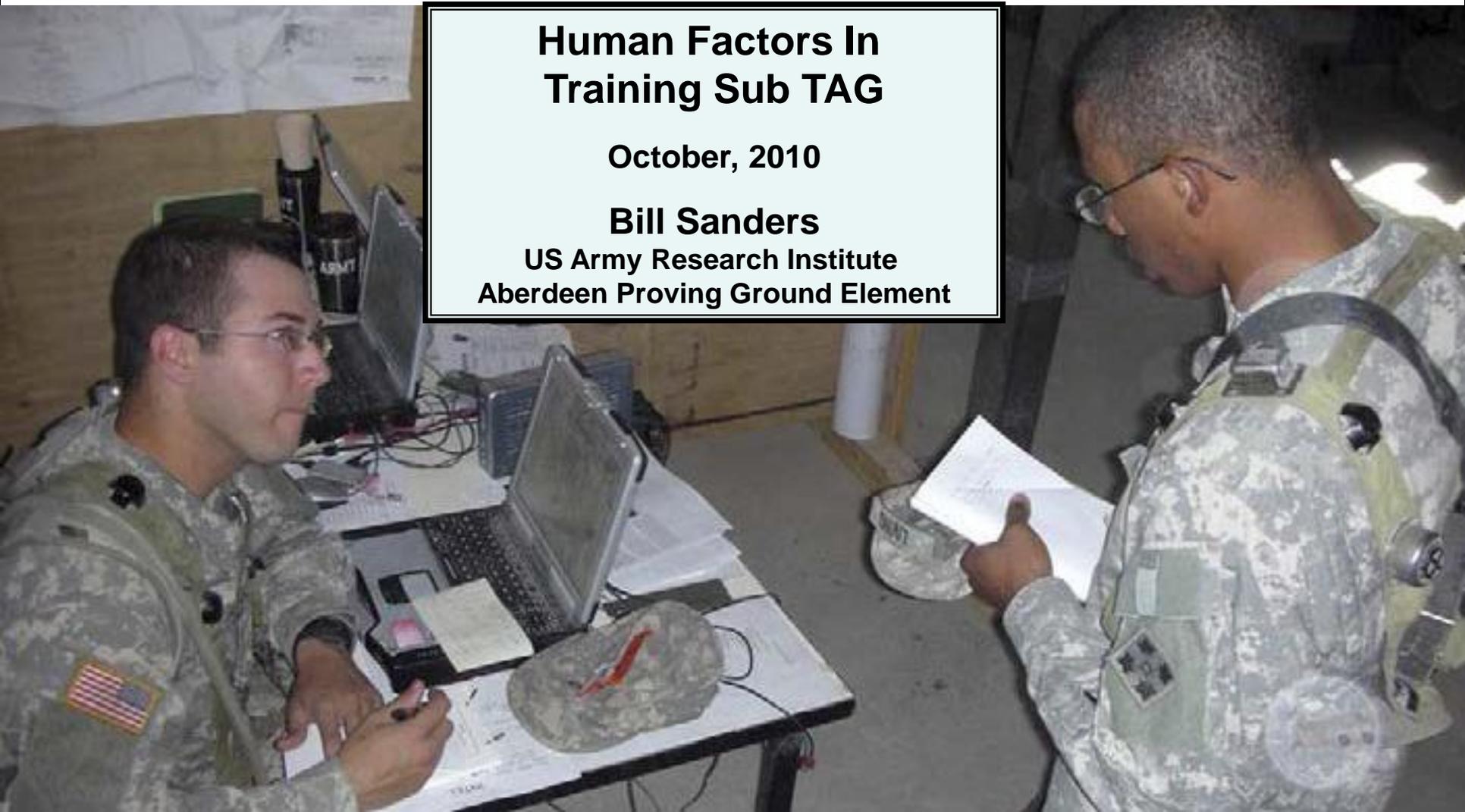
# ***TRAINING NEEDS AND TRAINING TOOLS FOR COMPANY INTELLIGENCE SUPPORT TEAMS***

## **Human Factors In Training Sub TAG**

**October, 2010**

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**US Army Research Institute  
Aberdeen Proving Ground Element**



# Agenda

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- **ColST Team Description**
- **Training Needs Identification**
- **Training Tools Development**
- **Future Directions**

# Company Intel Support Team (CoIST)

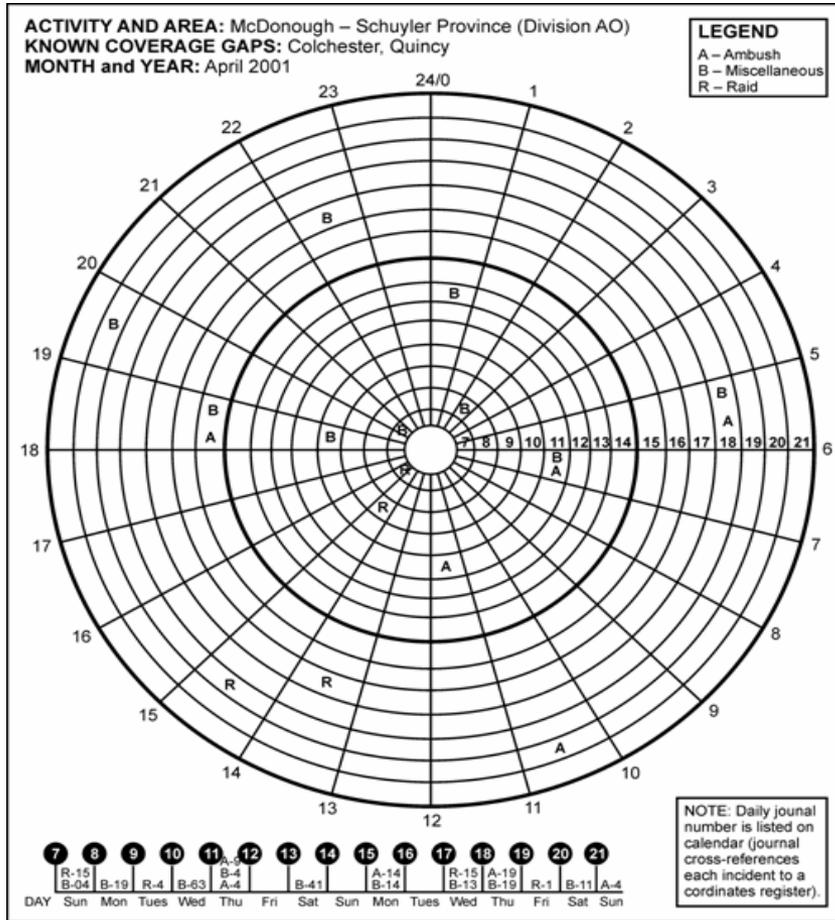


**Mission:** Guides Soldiers to systematically collect social and ethnographic information. Describe/ predict effects of terrain, enemy, local population on friendly operations for Co. Cdr and Battalion Intel Section.

**Suggested Manning:** One officer, one NCO, and two enlisted.

**Training:** 5-Day Mobile Training Team.

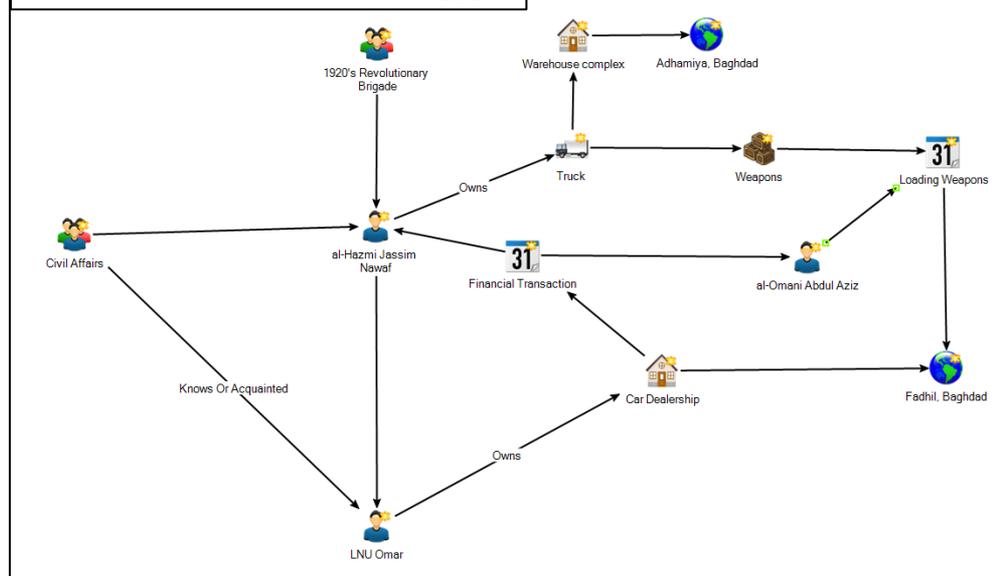
# Example CoIST Tasks



Pattern Analysis Plot

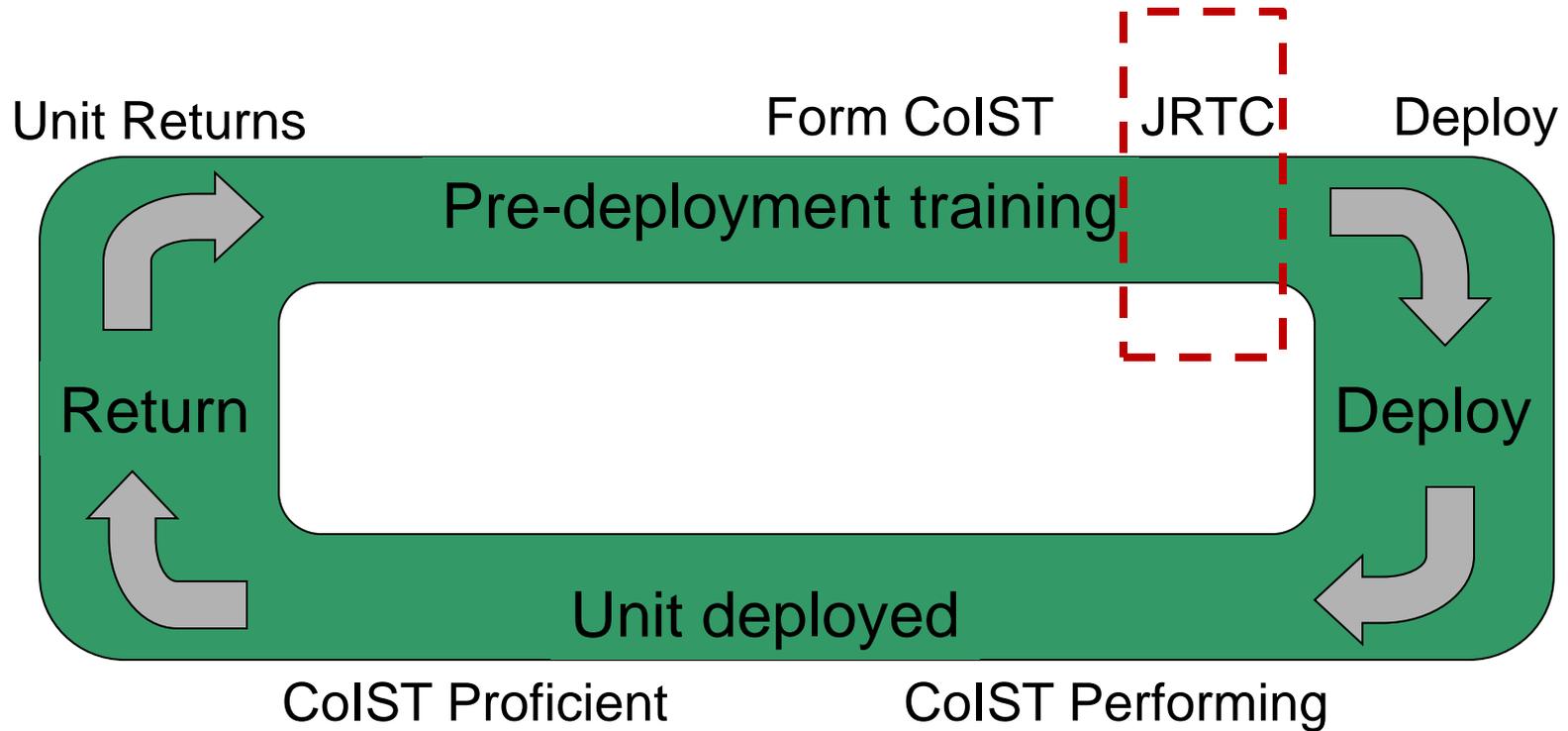


## New Technology



Link Analysis Diagram

# Operations Research Perspective



# JRTC CoIST Training Needs Assessment

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## Participants:

- Three Army Brigades at JRTC, 38 CoISTs total
- CoIST Leader, Company Commander, Battalion Intel Officer

## Surveys:

- Open-ended questions, sorted per CoIST POI categories
- Training you received, training you need
- Identify high priority tasks and training adequacy

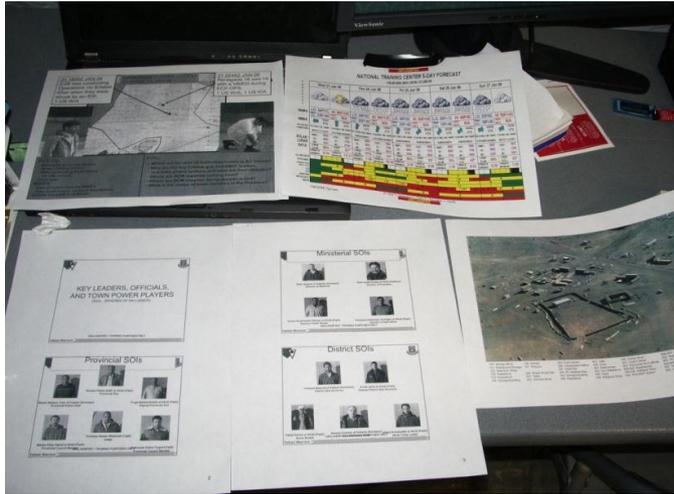
## Observation Checklist:

- Tools used
- Tasks performed

# Training Needs Assessment Example

CoIST Program of Instruction Category	CoIST Leader		Company Commander	
	High-Priority Tasks	Tasks With Inadequate Training	High-Priority Tasks	Tasks With Inadequate Training
1. Intelligence Tools	Total	n (%)	n (%)	
1.a. TiGER Net/BATS/HIIDE/CIDNE	x	x	x	x
1.b. Link Diagram	x	x	x	x
1.c. Time and Event Wheel/Matrix	x	x	x	x
2. Briefings	Total	n (%)	n (%)	
2.a. Pre-briefing	x	x	x	x
2.b. Debriefing	x	x	x	x
2.c. Both Pre/Debrief or Unspecified	x	x	x	x
3. Intelligence Analysis Products	Total	n (%)	n (%)	
4. Intelligence Analysis Process	Total	n (%)	n (%)	
Total tasks identified = 243	143 (100%)		100 (100%)	
Tasks with inadequate training	n (%)		n (%)	

# Selected Results: Training Adequacy



## Training Challenges

- Mobile Training Team 65%
- Skill Sustainment
- New Personnel Integration
- New Technology Insertion

## High Priority Training Needs

- Time/Event Wheel
- Platoon Briefing/Debriefing
- Targeting Process
- Enemy Most Likely Course of Action



# CoIST Home Station Training Methods and Tools

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## Training Needs Assessment:

- Build on JRTC assessment
- Interviewed Soldiers and trainers
- Survey of deployed CoIST teams (CALL)

## Training Methods:

- Supportable by unit (laptop web or CD)
- Individual, self-paced, interactive
- Small group

## Training Tools:

- Training web portal (Army Knowledge Online) or CD
- Electronic book interface / Mini Exercises
- Scenario player / task demonstration

# CoIST Training Web Portal

## Company Intelligence Support Teams



OVERVIEW

INFORMATION COLLECTION

ORGANIZATION

COLLABORATION

ANALYSIS/DISSEMINATION

## WELCOME

Intelligence driven operations have become essential in the counterinsurgency fight. Brigade operations are often distributed and decentralized due to terrain and distance. Companies are establishing Company Intelligence Support Teams (CoIST) to respond to this change. The mission of CoIST is to describe the effects of enemy, local population, terrain, and weather on friendly operations in order to support the Commander's decision-making (CALL CoIST Handbook, 2010). The main functions of the CoIST are to collect, organize, analyze, and disseminate information to their commander and company, BN S2, and other companies. CoIST helps the commander maintain awareness of the enemy situation. The Company Commander's involvement and support of the CoIST is key to its mission. The Company Commander must set the priorities that ensure the CoIST collects and produces actionable intelligence. Although each commander will determine the exact requirements of the CoIST, typical tasks include patrol prebriefings and debriefings, intelligence, surveillance, reconnaissance, and targeting. This web portal organizes a host of training tools and resources useful to CoISTs and Company Command.



CoIST Portal - United States Army, 2010



# CoIST Training Web Portal

**Company Intelligence Support Teams**

OVERVIEW   INFORMATION COLLECTION   ORGANIZATION   COLLABORATION   ANALYSIS/DISSEMINATION

**WELCOME**

Intelligence driven operations have become a critical component of modern counterinsurgency fight. Brigade operations are often distributed and dispersed over large areas and distances. Companies are often distributed and dispersed over large areas and distances. Companies are establishing Company Intelligence Support Teams (CoIST) in response to this change. The mission of CoIST is to describe the terrain, and weather on friendly operations in order to support the mission (CALL CoIST Handbook, 2010). The main purpose of CoIST is to analyze, and disseminate information to their commander. CoIST helps the commander maintain situational awareness. The Commander's involvement and support is essential. The Commander must set the priorities for the intelligence. Although each command

ACCESSING COIST PORTAL

00:00 00:00

## INFORMATION COLLECTION

- Definition
- Purpose
- Tasks
- Related tools
- Examples

**Purpose:** House existing resources and new training.

Features include:

- Overview/User Guide
- Function Information
- Short Information Videos
- Link to Practical Exercises
- Easily to Update

**Gap Filled:**

- Easy Soldier access
- Engaging, supports exploration
- Organized by CoIST functions
- Supports other users as well (Bn S-2, Co Cmdr)

# CoIST Electronic Book Interface

Keyword  
Search

The screenshot displays the CoIST Electronic Book Interface. At the top, there is a navigation bar with icons for Contents, Index, Search, Glossary, and Print. A search bar is located on the right side of this bar. Below the navigation bar, a breadcrumb trail reads "Home > Pre-Training > Overview". The main content area features a large banner image of a soldier in combat gear, with the text "Company Intelligence Support Teams" and "OVERVIEW" overlaid. The left sidebar contains a "Pre-Training" menu with sub-items: Overview, Information Collection, Organization, Analysis, Dissemination, Practical Exercises, and Practical Exercise #1. The main content area includes an "Introduction" section with a paragraph of text and a "Resources" section with a list of seven links. Callouts highlight various features: "Search Print etc" points to the top navigation bar; "CoiST Function description" points to the main content area; "Content Menu is divided into main and sub sections" points to the left sidebar; and "Links to CoIST related resources" points to the Resources list.

Contents Index Search Glossary Print - Search - GO

Home > Pre-Training > Overview

**Search Print etc**

**CoiST Function description**

**Content Menu is divided into main and sub sections**

**Links to CoIST related resources**

## Company Intelligence Support Teams

### OVERVIEW

#### Introduction

In today's full spectrum combat environment, the company commander cannot perform intelligence analysis and fusion alone at his level. As the Army maintains its focus on counterinsurgency and "every soldier is a sensor," a commander can quickly become overwhelmed with the daily data he must sift through for relevance. Weapons intelligence (WIT) reports, patrol debriefs, intelligence summaries (INTSUMS), link diagrams, and be-on-the-look-out (BOLO) lists are just a few examples of the hundreds of important documents that compete for a commander's time. As combat-arms leaders, we heavily rely on our subject-matter experts. For example, company commanders need to understand weapons capabilities and range operations, but the company's master gunner is the unit's expert in this field just as the company intel team noncommissioned officer should be the commander's expert on matters of intelligence.

#### Resources

- 1.) [Welcome to CoIST - JRTC](#)
- 2.) [Overview Reference Guide](#)
- 3.) [13 Fusion Function](#)
- 4.) [5 How to build a company command post](#)
- 5.) [JRTC CoIST Handbook](#)
- 6.) [Ft. Huachuca Handbook](#)
- 7.) [MTT Course Overview](#)

# Mini Exercises & Scenario Player

CoIST Practical Exercise - Developing SIRs from PIRs

**Mini Practical Exercise**

Scenario

1. Mini Practical Exercise - Developing SIRs from PIRs
2. Overview
3. It's Time for an Activity
4. Directions
5. Formulating SIRs from PIRs
6. Conclusion

**Formulating SIRs from PIRs**  
Question 1 of 1

**Directions:** Because the enemy will adjust their behavior and operations based on what your Company does, you should often revisit and re-evaluate your SIRs. The frequency with which you need to do this depends on the nature of the situation in your AO (volatile, stable) and operations. Watch the video and read the PIRs indicated below. In the space provided, write corresponding SIRs to the PIRs.

**PIR#1** - Where are narcotics typically hidden in Afghan compounds?

**PIR#2** - What are some causes of informant confusion?

**PIR#3** - What are some ways drug traffickers can be infiltrated?

00:05 / 01:29

SUBMIT

## Purpose:

Provide interactive scenario and mini practical exercises that allow students to practice performing CoIST member functions

## Gap Filled:

Students want practical exercises and real-world examples of CoIST processes. Mini exercises to focus on analysis.

CoIST Practical Exercise

**CoIST Scenario Player**

Scenario

1. Introduction
2. Purpose
3. Defining the Pre-Brief
4. Learning Objectives
5. Exercise Mission
6. Exercise Task
7. Begin Exercise
8. Commander's Introduction
9. Significant Activities
10. ISR & PIRs
11. Knowledge Check
12. Friendly Situation
13. Knowledge Check
14. Light Data & Weather
15. Knowledge Check
16. BOLO List & Tribal Situation
17. Knowledge Check

**Today's Pre-brief**

Map showing AO SHARK, AO WOLF, AO BEAR, AO LION, and AO DEER.

# Future Direction: Demonstration-Based Training

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Compare alternative task demonstration training methods for complex collective tasks

Extend ARI task demonstration-based training research\*

- Observational learning
- Behavioral modeling
- Guidelines and best practices

Apply to CoIST collective tasks

\* **Understanding demonstration-based training: A definition, conceptual framework, and some initial guidelines. (Salas et., al. 2009) ARI Technical Report 1261.**

# Task Demonstration Methods for Behavior Modeling Training (BMT)

TRAINING METHOD	Skill Set 1: Pre-Brief & De-Brief Patrol	Skill Set 2: Roles In Supporting Your Company	Skill Set 3: Roles In The Targeting Process
Control: Power Point Slide Briefing			
Attention Cueing to KSAs			
Motivation Inducement			
Mixed Models Positive & Negative			
Active Role Playing			
Visualize Transfer to Your Own Work			
Post-Demo Discussion			

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**QUESTIONS?**